

**PERFORMANCE TRACKING OF COMPLETED INITIATIVES FOR THE  
STRATEGIC AND COMPETITIVE SOURCING PROGRAMS**

The Department plans to monitor DoD Component execution of their Strategic Sourcing and Competitive Sourcing Programs as follows:

- Continue to update the Commercial Activities Management Information System (CAMIS) and monitor CAMIS quarterly updates submitted by DoD Components. DoD Components are responsible for the timely submission and accuracy of their CAMIS data.
- Develop a Management Information System (similar to CAMIS) for Strategic Sourcing candidates (other than A-76) with a goal of integrating the two tracking systems at a later date.
- Develop a web-based knowledge management system for submitting lessons learned to OSD consisting of After-Action Reports to address the Department's successes, problems, challenges, etc. for all initiatives. This report shall be broken out into five segments, as applicable:
  - Performance Work Statement (PWS) Development Phase
  - Management Plan Development Phase
  - Solicitation and Source Selection Phase
  - Cost Comparison and Administrative Appeal Phase
  - Implementation and Transition Phase
- Develop a DoD Performance Measurement Manual that institutionalizes departmental policy and procedures to measure performance for competitive and strategic sourcing. The measurement will compare performance before and after a competitive or strategic sourcing initiative has been completed.
- Monitor execution and savings via the Budget Review Process.

DoD Components shall comply with the OMB Circular A-76 Revised Supplemental Handbook, Part I, Chapter 3, Paragraph L, Post-MEO Performance Review. DoD Components shall review at least twenty percent of all most efficient organizations (MEOs) resulting from an A-76 cost comparison conducted since March 1996. These reviews shall be performed at the end of the first full year of MEO performance and shall confirm that the MEO (1) has been implemented in accordance with the Transition Plan, (2) has the ability to perform the services identified in the PWS, and (3) actual costs are within the estimates contained in the in-house estimate (allowing for adjustments for formal mission or scope of work changes).

DoD Components shall be required to estimate the costs of current operations, i.e., prior to beginning either a Strategic Sourcing or Competitive Sourcing initiative. DoD Components shall establish a methodology for estimating these "as-is" costs for budgeting purposes. "As-is" costs for strategic sourcing initiatives should be based on budgeted costs, i.e., multiply spaces to be studied by DoD Component average salary factors. "As-is" costs for A-76 initiatives shall be based on application of A-76 personnel cost factors to positions competed.

To ensure work year baselines are calculated properly in CAMIS, the following changes are required to the definitions for data elements 23 and 24. (Note: This is a change to the September 3, 1999 DUSD(I) memo, subject: Revisions to the Commercial Activities Management Information System (CAMIS) Procedural Guidance.)

- **Baseline Annual Workyears Civilian:** The number of annual civilian workyears it has taken to perform the work being studied during the 12 months prior to announcement. Include workyears expended by all sources of civilian manpower, including assigned, permanent, temporary, part-time, intermittent, seasonal, borrowed, detailed, overhire, foreign national direct hire, foreign national indirect hire, nonappropriated fund, etc., civilian personnel as well as any overtime. Also include workload eliminated for management efficiencies during the study. Exclude inherently governmental work, work that has been exempted from competition, and any work performed by a contractor. Calculate workyears using the same method used for calculating MEO FTEs as required by Part II, Chapter 2, paragraph B.5. in the Revised Supplemental Handbook to OMB Circular A-76. Round down less than one-half year of effort, and round up one-half year or more. Use these workyear figures as the baseline for determining the personnel savings included in data element 61 and identified by the Management Plan.
- **Baseline Annual Workyears Military:** The number of annual military workyears it has taken to perform the work being studied during the 12 months prior to announcement. Include workyears expended by all sources of military manpower, including assigned, borrowed, diverted, and detailed military personnel. Also include workload eliminated for management efficiencies during the study. Exclude inherently governmental work, and work that has been exempted from competition. Calculate workyears using the same method used for calculating MEO FTEs as required by Part II, Chapter 2, paragraph B.5. in the Revised Supplemental Handbook to OMB Circular A-76. Round down less than one-half year of effort, and round up one-half year or more. Use these workyear figures as the baseline for determining the personnel savings included in data element 61 and identified by the Management Plan.

The combination of these requirements determines how well the Department is executing its Strategic Sourcing and Competitive Sourcing Programs. It provides an opportunity for the DoD Components to assess each others' Programs while providing a means to share lessons learned to continually improve processes.